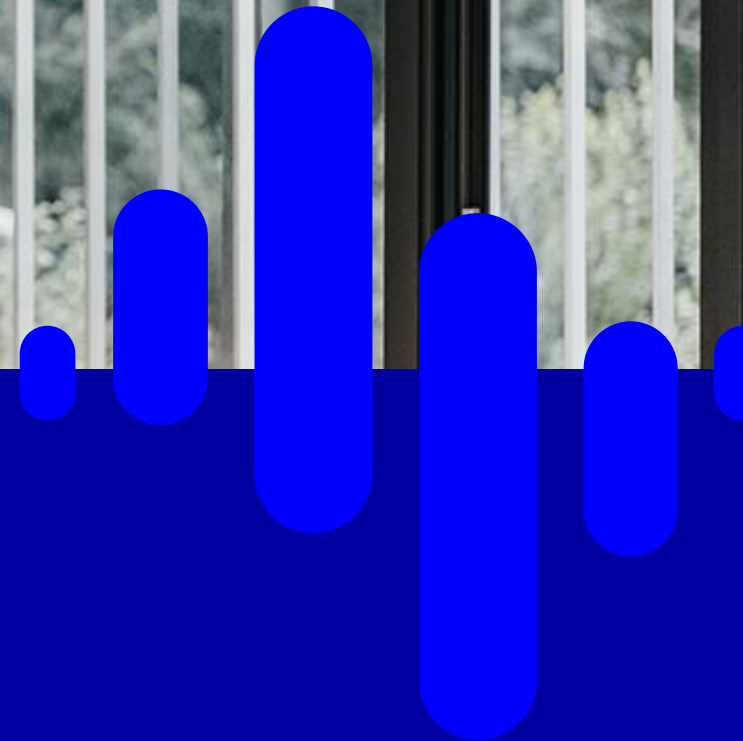




Changed customer behaviour - the future of banking

Dorthe Håhr Dupont, Head of Group Nordea Ventures

3. December 2019



Who am I?



Dorthe Håhr Dupont

2018 – present: Nordea

- Head of Group Nordea Ventures

2005 – 2018: Nordea

- Executive Digital Business Transformation Partner
- Managing Partner and Head of Development
- Strategic Partner

Educational background

- Doctor of Business Administration, Leadership & Digital Transformation
- MSc in Economics and Business Administration, Change Management, HRM, and Project Management

The background of the slide features two white wind turbines in a green field under a clear blue sky. The turbines are positioned on the left side of the frame, with the larger one in the foreground and a smaller one further back. The text is overlaid on the right side of the image.

The changed customer behaviour... .

**Business lines struggle to generate new
growth as the marketplace change**

Disruptive threats going unaddressed

(Oliver Wyman Analysis)

FOCUS GROUP OF ONE

IF I WERE A TEENAGE GIRL,
I WOULD WANT TO FIND OUT
ABOUT OUR NEW BEAUTY APP
FROM A SPORTS TALK SHOW
PROMO ON AM RADIO.



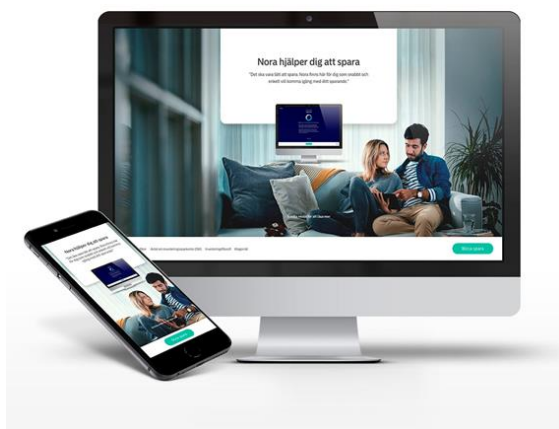
© marketoonist.com

Nordea

80% of companies are seeing a change in how their customers want to access and pay for goods and services.

50% of these are changing their pricing models as a result

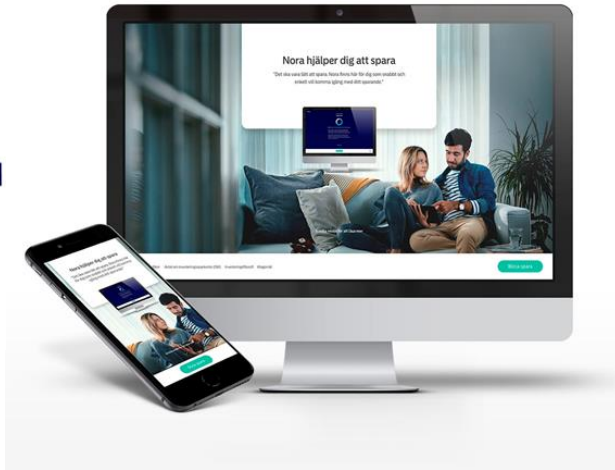
The changed customer behaviour



Current Banking Operating Models



Customer expectations



.... and then what about the banking operating model?



- Quality over quantity
- Products with life long guarantee
- Subscription
- It's known as circular economy

Innovation and partnering with Fintech

Meeting new customer expectations

- Partnering to develop new digital solutions
 - Partnering to meet customer expectations
 - Data Analytics
-
- New credit models
 - New risk models
 - New models



Systems and People

- Changing systems to match future expectations
- New digital solutions based on customer data
- Organisational culture
 - The people side of new models
 - New skills and competencies



Thank you

Dorthe Håhr Dupont
Head of Group Nordea Ventures